



Travis County Commissioners Court Voting Session Agenda Request

Meeting Date: July 30, 2019

Agenda Language:

Consider and take appropriate action on Travis County Code Chapter 28, Economic Development Incentives to:

- (a) Place a moratorium on new applications for incentive agreements
- (b) Direct staff to research revising the policy to align it with Commissioners Court goals and focus on programs for which external funding can be leveraged

Prepared By/Phone Number: Brittany Nevins/854-1854; Diana Ramirez/854-9694

Elected/Appointed Official or Department Head: Jessica Rio, County Executive

Commissioners Court Sponsor(s): Commissioner Margaret Gómez, Pct. 4,
Commissioner Brigid Shea, Pct. 2

Press Inquiries: Hector Nieto, PIO@traviscountytexas.gov or (512) 854-8740

Background/Summary of Request and Attachments:

Travis County Code Chapter 28, Economic Development Incentives, establishes the criteria for staff to determine whether a company seeking a property tax rebate from the County is proposing an eligible project. The policy as written requires a minimum \$25 million investment, the creation of 100 new jobs, and competitive siting, among other things. Certain types of facilities are identified as being "preferred," including green industries, corporate/professional headquarters, and healthcare and life sciences facilities.

In addition, the policy requires staff to conduct a "cash-positive evaluation" which calculates the benefits and costs to the County of the proposed incentive deal. The software that has been used to date is webLOCI, under a contract with the City of Austin.

Travis County is authorized to develop and administer this program pursuant to Local Government Code, Chapter 381, specifically, Sections 381.004(b) and 381.004(g), and other applicable statutes.

County staff currently oversee seven rebate agreements. The costliest rebate agreement is with Samsung. The county has rebated \$65 million to the company since 2009. Their agreement expires in 2027. A total of almost \$75 million has been rebated to the seven companies with whom the County has an economic incentive agreement since 2008.

AGENDA REQUEST & BACKUP MATERIALS DEADLINE: Agenda requests and backup materials must be submitted in PDF format via email to agenda@traviscountytexas.gov by **12 noon on Tuesday** in order to be considered for inclusion in the following week's voting session.

Staff regularly receives requests from the Greater Austin Chamber of Commerce and companies directly for Commissioners Court consideration of new incentives agreements. Given Commissioners Court's recent policy discussions as well as the revenue caps legislation that was just signed by the Governor, officially establishing a moratorium on new economic incentives agreements will help provide certainty to the Chamber and to companies seeking property tax rebates.

Staff propose to research revising the policy to align it with the Court's goals and focus it on programs that were identified in the Comprehensive Economic Development Strategy developed by EDSI and a consulting team and presented to Commissioners Court in February 2019. Types of programs recommended in that strategy include those that would help local small businesses scale up and be more resilient. In light of revenue caps, staff's research would expand to identify grant and other non-property tax funding streams that could be used. Opportunities identified will be reported back to Commissioners Court to determine if Court wishes staff to proceed with community engagement and program development using existing resources and new non-property tax funding. Please see the attached staff memo for details.

Staff Recommendations:

Staff recommends Commissioners Court establish a moratorium on new applications for economic incentives under the policy as currently written.

Staff requests direction from Commissioners Court regarding revising the policy.

Issues and Opportunities:

Please see attached staff memo for details.

Fiscal Impact and Source of Funding:

The moratorium will ensure no further property tax is rebated for new agreements.

Identifying non-property tax funding sources will help the County implement programs that don't impact the tax rate.

Required Authorizations:

Jessica Rio, PBO

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Revised 17-12-05



PLANNING AND BUDGET OFFICE

TRAVIS COUNTY, TEXAS

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P.O. Box 1748
Austin, Texas 78767

MEMORANDUM

TO: Commissioners Court

FROM: Brittany Nevins, Community & Economic Development Specialist

DATE: July 30, 2019

RE: Research Revisions to the Travis County Code Chapter 28, Economic Incentives Agreement Policy

In January 2014, Commissioners Court updated the Economic Development Policy for Travis County. The purpose of the policy is as follows:

- to encourage economic stimulation and prosperity by attracting new businesses to the County;
- to enhance the County tax base by attracting new businesses that will make significant investments in new construction;
- to assist with workforce development in the County by attracting companies that offer significant numbers of new jobs and/or training to current residents who are unemployed or under-employed;
- to encourage diversity of the County's economy by attracting businesses that will contribute to the economy by broadening the scope of business and industry within the County; and
- to attract significant new businesses that also help promote the growth of other new businesses needed to provide supporting services or supplies, particularly small companies.

To date the County has invested \$79,333,816 in this program. The County has a responsibility to achieve the best possible result for taxpayers and the economy. Staff believe that the focus of this program should be re-evaluated and tested in an era of very limited resources given recent legislation that artificially restricts the Commissioners Court's ability to raise revenue for County services. Therefore, a moratorium is recommended to begin immediately to allow County staff to perform the necessary research and analysis to make recommendations to Commissioners Court for a new policy.

We plan on conducting an analysis of the existing program, engaging with the community regarding needs and ideas for the policy, establishing clear goals for the program, and ultimately revising the policy to best achieve those goals. Additionally, EDSI will simultaneously

develop a monitoring tool to effectively track the success of the program over time in achieving its stated goals.

We would like to start an exploratory phase, where we engage with stakeholders the community to understand their current needs and our ability to meet them over time through this policy. The City of Austin has recently undergone this process, and we are engaging closely with them to understand what worked and what didn't in their process. No new funds are needed during this preliminary phase of the project and any recommendations for revising the policy would include the potential for non-property tax funding.

Achieving County Goals

Under the current policy, Travis County has identified the following goals:

- 1.) To encourage economic stimulation and prosperity by attracting new businesses to the County;
- 2.) To enhance the County tax base by attracting new businesses that will make significant investments in new construction;
- 3.) To assist with workforce development in the County by attracting companies that offer significant numbers of new jobs and/or training to current residents who are unemployed or under-employed;
- 4.) To encourage diversity of the County's economy by attracting businesses that will contribute to the economy by broadening the scope of business and industry within the County; and
- 5.) To attract significant new businesses that also help promote the growth of other new businesses needed to provide supporting services or supplies, particularly small companies.

Authorizations under Local Government Code, Chapter 381

The County has broad statutory authority under Chapter 381 of the Local Government Code.¹

To stimulate business and commercial activity in a county, the commissioner's court of the county may develop and administer a program:

- (1) For state or local economic development;*
- (2) For small or disadvantaged business development;*
- (3) To stimulate, encourage, and develop business location and commercial activity in the county;*
- (4) To promote or advertise the county and its vicinity or conduct a solicitation program to attract conventions, visitors, and businesses;*

¹ [12 Local Government Code, 381.004\(b\)](#)

- (5) To improve the extent to which women and minority businesses are awarded county contracts;*
- (6) To support comprehensive literacy programs for the benefit of county residents; or*
- (7) For the encouragement, promotion, improvement, and application of the arts.*

EDSI plans to align the Chapter 381 authorities with the Commissioners Court's Mission, Vision, and Goals. Additionally, the Comprehensive Economic Development Strategy (CEDS)² will inform this work. The CEDS was developed over a year ago with input from 70 stakeholders and more than 1,000 residents in developing the County's first economic development strategic plan, which was formally presented to Commissioners Court earlier this year.

The Court's stated goals for the County are to:

- Promote community resilience in daily living in times of emergency
- Promote the well-being of our residents through social, economic, and health and safety initiatives
- Ensure the public safety and peaceful resolution of conflicts through the justice system and other public processes
- Preserve and protect our environment and natural resources through responsible land stewardship
- Empower the public through civic engagement and collaboration
- Foster transportation mobility and accessibility

There are many ways Travis County could structure this program and there are many different avenues for implementing the program. For example, not only is there statutory authority for tax abatements and rebates, but also for the creation of loans and grants of public money as well as the utilization of personnel to provide economic development services to the community. The County not only can use county employees or funds for the program, but the County can also accept contributions, gifts, or other resources to develop and administer the program.

Existing Challenges in Meeting our Goals

A significant amount of staff time has been spent on engaging with interested businesses who are considering applying for the program. Given the current sentiments the Commissioners Court has regarding the success of the program, very few applications are approved.

It is unclear at this time whether the current economic incentives policy is helping to promote the well-being of the County's residents through economic initiatives, which is a stated goal of

² [DRAFT Travis County Comprehensive, Countywide Economic Development Strategy](#), February, 2019

the County. The following are areas of expressed need that we have heard over time, how the current policy is addressing these needs, and ways we might consider addressing the needs in a new policy:

Benefiting Current Travis County Residents who are Un-employed or Under-employed

We do not have an effective way to ensure compliance with this goal. For example, we do not know if companies are hiring employees from outside of the region to fill existing positions in Travis County.

Full time employment is verified through hourly reports, but we do not have an effective way of determining that a particular individual was unemployed or underemployed prior to hire or training with the company.

We do not promote upward mobility and increased salaries over time in our current policy. Compliance is determined through sampling in the case of large companies and salaries are averaged.

Due to the way the policy is written and the unrealistic nature of determining compliance for the policy, not only do we not know if employees are better off than they were, it is possible that some employees could remain economically disadvantaged throughout the course of the agreement due to the compliance process of averaging of salaries and a lack of incentivizing upward mobility in the current policy.

Here are some examples of how we could rewrite the policy to improve benefits to residents in Travis County who are un-employed or under-employed:

- Require appropriate minimum salaries, combined with incentives for upward mobility (*CEDS 2.2*)
- Promote the targeted use of paid internships and apprenticeships (*CEDS 2.1*)
- Require equity training for management to improve recruitment, hiring, and management practices (*CEDS 2.2*)
- Promote partnerships with educational institutions, trade and apprenticeship programs, and workforce development organizations for hiring (*CEDS 2.1*)

Gaps in the Labor Force

Commissioners Court has indicated the importance of eliminating gaps in low-middle skill jobs and better diversifying the industries that benefit from our economic incentive policy.

The majority of company beneficiaries are in the technology industry and few create middle to low skilled jobs beyond the construction phase of the agreement. As a result, the current policy does not address this long term need.

Here are some examples of how we could rewrite our policy to eliminate gaps in the labor force in Travis County:

- Have a tiered approach, where the policy supports smaller business sizes/stages and aids in their growth (*CEDS 1.1, 1.2, 1.3, 1.4*)
- Target specific industries (*CEDS 1.4*), such as child care (*CEDS 2.3*), to support businesses that provide specific community benefits that will provide relief to the community and economy
- Promote the targeted use of paid internships and apprenticeships in high-growth industries (*CEDS 2.1*)
- Promote partnerships with educational institutions, trade and apprenticeship programs, and workforce development organizations for hiring (*CEDS 2.1*)

Economic Disparity

While Travis County has seen an economic boom and improvements in regional prosperity measures, the County has also seen significant disparities in prosperity measures across ethnic and racial lines. Blacks and Latinos in Travis County are more likely to be living in poverty, have lower median incomes, and are more likely to be underemployed.³ There are stark disparities across ethnic and racial lines for attainment of a bachelor's degree or higher, educational levels typically needed for high skill jobs.⁴

Additionally, we have seen varied success with compliance of minority business requirements and the current HUB program policy. This is due to the large nature of the companies we are in agreement with, where they argue it is not economically viable to work with HUBs in most cases and determining compliance is largely subjective. Companies must “make a good faith effort” to work with HUBs. Under our current policy we are not effectively targeting efforts to benefit the most vulnerable in our community.

Here are some examples of how we could rewrite the policy to address economic disparity in Travis County:

- Promote affordability and preservation of community integrity in development projects owned, funded, supported, or approved by the County (*CEDS 3.4*)
- Have a tiered approach, where the policy supports smaller business sizes/stages and aids in their growth (*CEDS 1.1, 1.2, 1.3, 1.4*)

³ US Census Bureau, American Community Survey via CAPCOG

⁴ [Comprehensive Economic Development Strategy 2015 – 2020, 2018 Update](#) via CAPCOG

- Rewrite policy to prioritize community benefits in the evaluation process
- Create a revolving loan fund (in partnership organizations that have expertise in this area) to support small business development projects for persons or groups who do not qualify for traditional financial services, such as artisans, farmers, persons with criminal histories, or individuals with no credit history
- Target specific industries (*CEDS 1.4*), such as child care (*CEDS 2.3*), to support businesses that provide specific community benefits that will provide relief to the community and economy
- Ensure greater utilization of HUBs through improved policy language and compliance (*CEDS 1.3, 2.2, 3.4*)
- Require equity training for management to improve recruitment, hiring, and management practices (*CEDS 2.2*)
- Require anti-harassment and discrimination policies (*CEDS 2.2*)
- Require Better Builder Program for all companies undertaking construction
- Promote the targeted use of paid internships and apprenticeships in high-growth industries (*CEDS 2.1*)
- Provide family-friendly work benefits, such as child care stipends (*CEDS 2.3*)
- Promote partnerships with educational institutions, trade and apprenticeship programs, and workforce development organizations for hiring (*CEDS 2.1*)
- Provide greater support for businesses in these efforts to limit barriers to success (*CEDS 1.3*)

Mobility of Business to the County

Travis County is experiencing booming economic growth. Our business climate suggests that companies would develop in Travis County without an economic incentive. A very small number of the large pool of businesses who are choosing Travis County as their business home receive a tax incentive benefit from the County. In 2018, according to the Austin Chamber of Commerce, 137 businesses relocated or expanded to Austin.⁵ The City of Austin and Travis County collectively have 23 agreements.⁶ Additionally, the County is struggling to keep up with our growing population. Bringing businesses to Travis County is less of a priority now than it once was. Large companies locating in Travis County have put a strain on the County's transportation and governmental infrastructure.

Here are some examples of how we could rewrite our policy to continue to promote mobility of business to Travis County:

- Have a tiered approach, where the policy supports smaller business sizes/stages and aids in their growth (*CEDS 1.1, 1.2, 1.3, 1.4*)

⁵ [2016 – 2019 Relocations & Expansions Log](#), Austin Chamber of Commerce

⁶ [Economic Development Compliance: Chapter 380 Agreement Basic Information](#), City of Austin, April 30, 2019

- Promote the use of flexible work schedules to reduce congestion and improve commuting times (*CEDS 4.1, 4.2, 4.3*)

Environmental Impact

The Commissioners Court has indicated the need to do more when it comes to protecting our environment. In our current policy, there are not many environmental requirements, and they are either subjective or optional. For example, companies have the option to receive an additional incentive for LEED certification as it is not a base incentive requirement. Companies are also required in many cases to maintain the property in a manner that “preserves the natural environment.” Companies must make a “good faith effort” to purchase locally, meaning within the United States. Our current policy could do more to promote environmental stewardship.

Some examples of how we could rewrite the policy to improve environmental stewardship in Travis County:

- Require LEED and Energy Star certification for all new construction (*CEDS 1.3, 3.2*)
- Promote recycling and composting systems for all facilities (*CEDS 1.3, 3.2*)
- Promote water reuse systems (purple pipe) (*CEDS 3.2, 3.3*)
- Promote the purchasing of environmentally preferred products (*CEDS 1.3, 3.2*)
- Promote the use of alternative transportation (provide bus passes, facilitate carpooling, provide bike racks, provide bike stipends etc.) (*CEDS 4.1, 4.2, 4.3*)
- Promote the use of flexible work schedules to reduce congestion and improve commuting times (*CEDS 4.1, 4.2, 4.3*)
- Promote the development of appropriate use of sensitive lands and open space, such as farming in flood-prone areas (*CEDS 3.2, 3.3*)
- Consider greenhouse gas emission calculations for new development/projects (*CEDS 3.2, 3.3*)
- Influence development patterns to promote density along transit corridors, thereby reducing the amount of necessary car trips to reach major destinations within the County (*CEDS 3.2, 3.3*)
- Create a green revolving loan fund to fund target projects that improve energy-efficiency, reduce resource use, and implement other projects that support greater sustainability (*CEDS 1.2, 1.3, 3.2, 3.3*)
- Expand the size and reach of sustainable recreation, food, and culture economies, particularly in unincorporated areas of the County (*CEDS 3.2, 3.3*)
- Promote the creation of a disaster or emergency preparation plan for small business (*CEDS 1.2, 3.2*)

Current Research on the Success of Similar Economic Incentive Policies

Research is limited when it comes to evaluating the success of similar economic incentive policies locally, nationally, and globally. Existing research has shown that economic incentive policies similar to ours do not necessarily influence company location choices. Tax incentives are rarely a deciding factor in whether a company chooses to hire or invest within a state's borders. State and local taxes are only a small part of the cost of doing business, about 1.8 percent on average.⁷ In a study conducted by the World Bank Group, only 7.4% of roughly 700 investors in four countries said that they would not have invested without the tax and fiscal incentives they received.⁸ With the exception of one country out of the four, investors list tax incentives as among the least important factors that impacted their investment decisions.

Existing research has shown that tax incentive policies similar to Travis County's do not necessarily benefit the community compared to the amount of the tax incentive the company receives. The cost of tax incentives are wide-ranging and are difficult to quantify.⁹ At one extreme, if incentives apply only to investment that would not have taken place otherwise, the cost of direct revenue forgone would be zero, but at the other extreme, if incentives have no effect on investment then the entire tax revenue waived makes up the direct revenue cost. There are also other indirect costs to consider. For example, even if taxes are waived on an investment that would not have taken place without incentives, there may be indirect revenue losses if that investment crowds out another more highly taxable investment. One company's gain is theoretically another company's losses. Job or investment growth that is considered "new" may be a loss in another area, where in fact displacement, not growth, could be occurring. On the other hand, if there is an increase in aggregate investment and activity, there may be revenue gains, such as from additional employment taxes or taxes on inputs. These risks are very difficult to measure.

Not only is cost difficult to assess under a tax incentive policy similar to Travis County's, but benefits are also difficult to assess. Investment tax incentives are typically not used as policy tools to address equity and their impact is rarely considered. The impact is typically considered to be negative in this area, where the beneficiaries are likely to be the wealthiest individuals. Additionally, the amount of money offered in local tax incentives every year must be paid for somehow, and oftentimes that means reductions in the public services that businesses and residents use every day. The net economic impact of a tax incentive depends critically on how those funds would have otherwise been used. If offering more tax incentives requires spending less on congestion-relieving infrastructure projects, public safety, criminal and civil justice, etc., the overall impact on a local economy could actually be negative. Though these investments are not short-medium term investments, they are vital to the success of any economy in the long run and ensure greater access and equity as well.

⁷ [Tax Incentives: Costly for States, Drag on the Nation, Institute on Taxation and Economic Policy](#), August 14, 2013.

⁸ [Results of Investor Motivation Survey conducted in the EAC](#), World Bank Group, February 12, 2013.

⁹ [Causes, Benefits, and Risks of Business Tax Incentives](#), IMF Working Paper, Alexander Klemm, 2009.

EDSI would also like to take this time to research grant opportunities to complement the 381 policy, to align with Travis County's goals, and goals established in the CEDS.

Conclusion

Due to limited resources and economic benefits, tax incentive programs should be closely scrutinized to ensure program success and reduce susceptibility to common pitfalls. This is done through:

- Careful tax incentive design planning;
- Researching other tools available to Travis County;
- Extensive community engagement; and
- Creating an effective monitoring and evaluation system

As a result, EDSI recommends the Commissioners Court approve a moratorium on all new applications for economic incentives under this policy effective immediately. EDSI recommends Commissioners Court provide staff direction to begin an exploratory research phase so EDSI can do thorough research and analysis into best practices, model policies, and alternative funding sources.

TRAVIS COUNTY

CHAPTER 381 ECONOMIC INCENTIVE PROGRAM



Request for Moratorium on New Applications and Direction from
Commissioners Court
July 30, 2019

Overview of the Economic Development Incentives Policy

CHAPTER 28 OF THE TRAVIS COUNTY CODE

STATUTORY AUTHORITY UNDER CHAPTER 381 OF THE TEXAS LOCAL GOVERNMENT CODE

POLICY LAST UPDATED IN JANUARY 2014



A background image showing a meeting table with a laptop, glasses, and papers. The image is faded and serves as a backdrop for the text.

TRAVIS COUNTY GOAL

Promote the well-being of our residents
through social, economic, and health and
safety initiatives

Examples of Requirements for Agreements



INVESTMENT

Minimum new investment of \$25 million



JOBS

Increase employment by a minimum of 100 employees



WORKER PROTECTIONS

\$13 minimum salary, OSHA training and workers compensation insurance for construction workforce



POLICIES

Human resources benefit policy
Equal Employment Opportunity Policy

Current Economic Development Incentive Policy Goals



ENCOURAGE ECONOMIC STIMULATION AND PROSPERITY

By attracting new business to the County



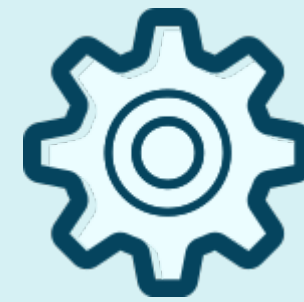
ENHANCE COUNTY TAX BASE

By attracting new businesses to the County



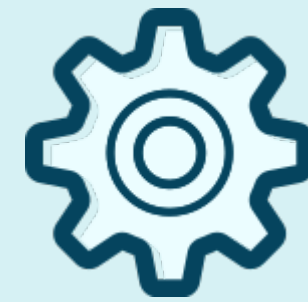
ASSIST WITH WORKFORCE DEVELOPMENT

By attracting companies that offer significant numbers of new jobs and/or training to current residents who are unemployed or underemployed



ENCOURAGE DIVERSIFICATION OF ECONOMY

By attracting businesses that will contribute to the economy by broadening the scope of business and industry within the County



GROWTH OF ALL BUSINESS SIZES

By attracting significant new businesses that help promote the growth of other new businesses needed to provide supporting services or supplies, particularly small companies

Overview of Agreement Types

ABATEMENTS

Reduction in level of taxation faced by Company. Company does not pay portion of taxes at time of taxation. The County verifies compliance after.

NOTE: Travis County does not have any current abatement agreements

REBATES

A reduction in level of taxation faced by Company. A refund of the tax is returned to Company after compliance is verified by the County.

Overview of Current Agreements

2

ABATEMENTS
COMPLETED

No current abatements

7

CURRENT REBATE
AGREEMENTS

Latest ending in year 2032

\$79M

INVESTMENT TO
DATE

Actual: \$79,333,816

Challenges with Existing Policy

REQUEST FOR A MORATORIUM ON NEW APPLICATIONS

STAFF TIME

Engaging with interested businesses who are considering applying for the program. Given the state of the policy and the goals of the Court, few applications have been approved.

CURRENT BUDGETARY CONSTRAINTS

Recent legislation that restricts the Court's ability to raise revenue. The County has a responsibility to achieve the best possible result for taxpayers and the economy.

UNCERTAINTY IN MEETING POLICY GOALS

Lack of effective way of determining if the policy is adequately benefiting the community and understanding the risk/cost of a given agreement.

COMPLIANCE

Certain policy language was written without the consideration of how to perform effective compliance, which lessens enforcement capability.

LACK OF TOOL/MODEL FOR DETERMINING RETURN ON INVESTMENT

The County does not have an effective way of determining Return on Investment.

LACK OF POLICY EVALUATION & REVISION SCHEDULE

Currently there is no schedule for intentional evaluation of the policy. In our rapidly changing economic environment, our policy should be reviewed regularly to ensure goals are met.

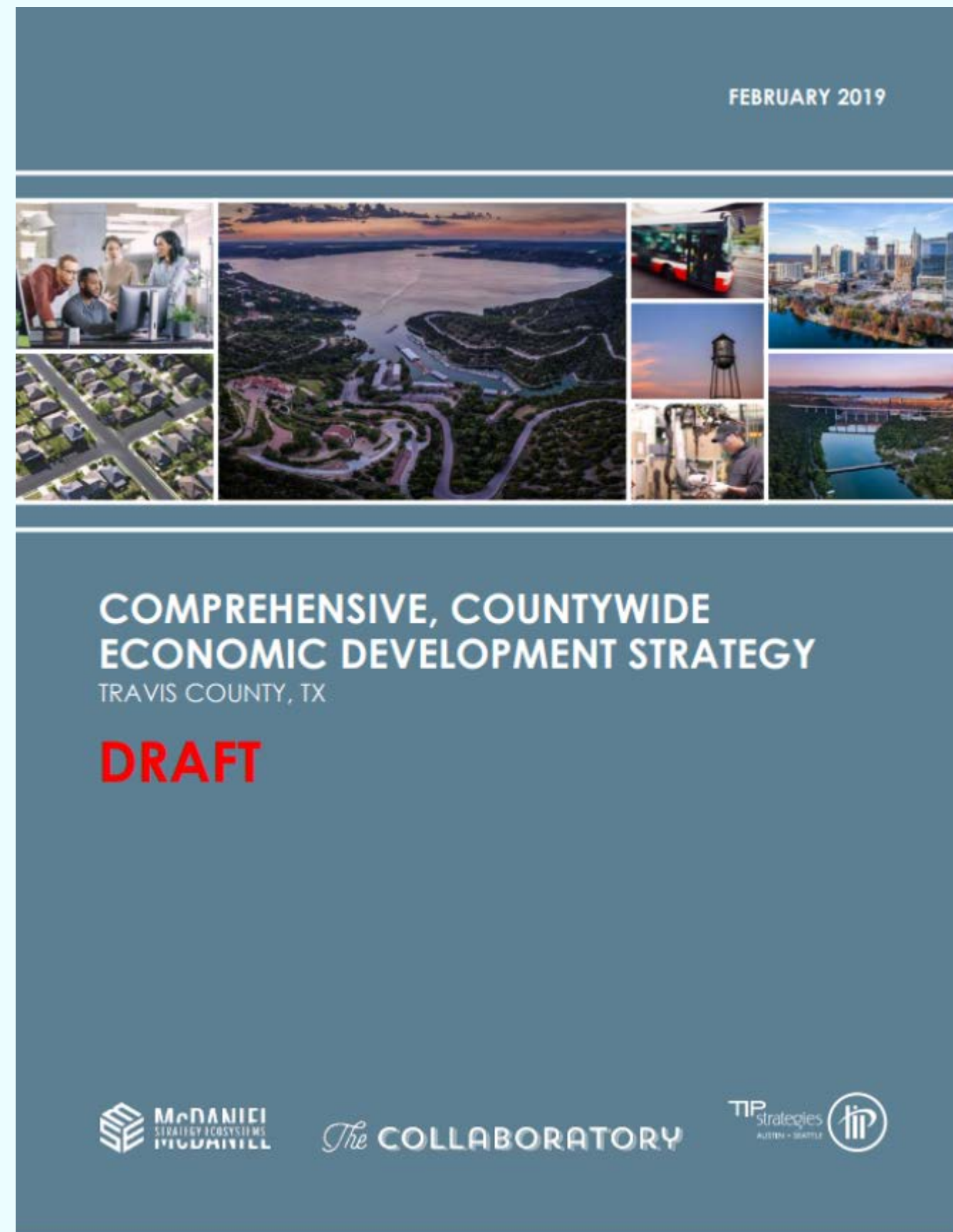
Improving the Policy to Meet the Goals of the Commissioners Court

THE COUNTY HAS BROAD
STATUTORY AUTHORITY UNDER
CHAPTER 381

To stimulate business and commercial activity in a county, the commissioner's court of the county may develop and administer a program:

- *For state or local economic development;*
- *For small or disadvantaged business development;*
- *To stimulate, encourage, and develop business location and commercial activity in the county;*
- *To promote or advertise the county and its vicinity or conduct a solicitation program to attract conventions, visitors, and businesses;*
- *To improve the extent to which women and minority businesses are awarded county contracts;*
- *To support comprehensive literacy programs for the benefit of county residents; or*
- *For the encouragement, promotion, improvement, and application of the arts*

[12 Local Government Code, 381.004\(b\)](#)



Examples For Improving the Policy

THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

The CEDS was developed over the span of a year with input from 70 stakeholders and more than 1,000 residents in developing the County's first economic development strategic plan, which was formally presented to the Commissioners Court earlier this year, but has yet to be adopted. The strategy has some specific examples of how the County could potentially improve the policy.

Direction from Commissioner Court

THE NEED FOR AN EXPLORATORY PHASE

MODEL POLICIES

Research what other Counties have done across the country and collaborate with the City of Austin on lessons learned throughout their recent economic incentive policy revision process.



ALTERNATIVE FUNDING SOURCES

Better understand the County's statutory limitations regarding funding sources for the policy and research other tools available to Travis County.

BEST PRACTICES

Research best practices in gathering stakeholder input and necessary tools for long term success of the policy.



Next Steps

RECOMMENDATION: COMMISSIONERS COURT APPROVE A MORATORIUM ON ALL NEW APPLICATIONS FOR ECONOMIC INCENTIVES UNDER THIS POLICY EFFECTIVE IMMEDIATELY AND PROVIDE STAFF DIRECTION TO BEGIN AN EXPLORATORY RESEARCH PHASE



Commissioners Court approves a moratorium on all new applications



EDSI staff conducts preliminary research into possibilities with the policy



EDSI staff comes back to Commissioners Court for further direction before developing next steps, such as a stakeholder/community engagement plan

Thank You/Questions

**ECONOMIC DEVELOPMENT &
STRATEGIC INVESTMENTS**

